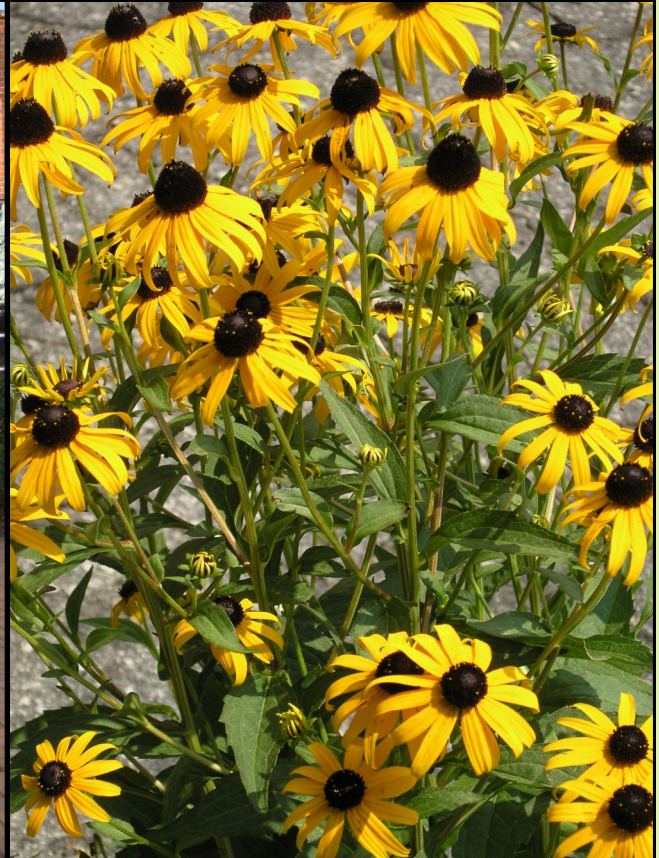
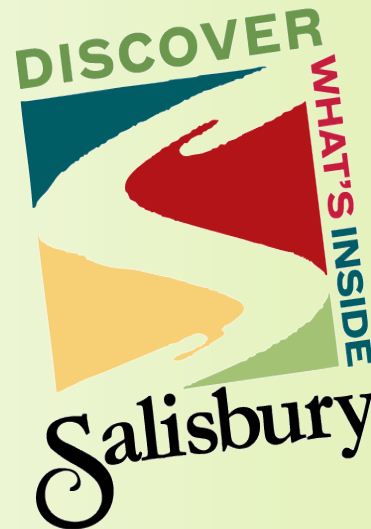
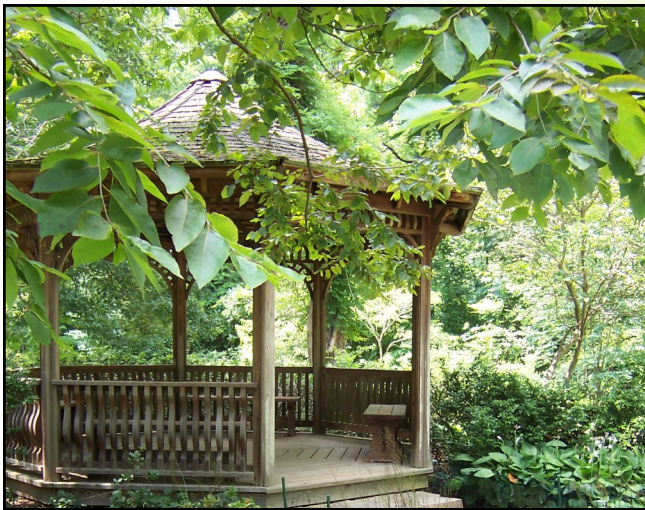


Salisbury, North Carolina

Technology - Culture - Livability

Annual Performance Report and Survey Findings 2009-2010



Information

REVENUE SOURCES

Property Taxes	50.2%
Sales Tax	16.3%
Intergovernmental	13.9%
Charges for services	9.8%
Administrative	7.5%
Miscellaneous	2.3%

EXPENDITURE CATEGORIES

General Government	20.88%
Police	20.54%
Fire	16.59%
Traffic Operations	1.68%
Engineering	2.11%
Streets	5.91%
Yard Waste Collection	2.46%
Street Lighting	1.12%
Solid Waste Management	5.69%
Cemetery	0.70%
Landscaping	2.10%
Recreation	6.20%
Planning	3.11%
The Plaza	0.63%
Development Services	1.40%
Education	0.14%
Debt service	4.15%
Transfers to Other Funds	4.59%

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Mission, Vision & Values	5
City Council Priorities	6
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Departmental Information	9-25
Submitting Report Feedback	27

Other Statistics

Population*	31,023
Unemployment Rate	9.5%
Land Area (square miles)	20.30
Median Income	\$41,108
Collection Points - Trash	11,262
Police - Calls Dispatched	40,422
Fire & Medical Responses	4,237
Miles of Streets (lane miles)	340

* NC OSBM -2007

Why This Report is Produced

The 2009 Citizen Satisfaction Survey was designed and analyzed by *Nth Degree Analytics*, a national survey firm that specializes in obtaining statistically valid and reliable feedback from citizens, customers, and stakeholders. The 2009 survey results are found both in this report and, more completely, on-line at: www.salisburync.gov/community.

The City of Salisbury prides itself on being a municipal organization that competes with the best on a national level. From nationally accredited departments to Salisbury City staff leadership in state and national professional associations, Salisbury is a pace-setter in the field of municipal administration.

Reporting performance information back to the community on an annual basis is one dimension of sound municipal management that citizens and regulatory agencies increasingly expect. The City of Salisbury is also known as a regional and national trail-blazer in citizen participation. From boards and commissions to surveys and focus groups, the City places tremendous value on the involvement, input, and insight that its citizens provide throughout the year. Get more detailed performance information at: www.salisburync.gov/community or on *Time Warner Cable Channel 16*.

Message From The Mayor



Building an Inclusive Community

Each year the City of Salisbury prepares a report that displays our performance on many measures across municipal services. This year we also conducted the 2009 City of Salisbury Citizen Survey, a survey that we conduct every five years, which provides valuable insight into citizen satisfaction and perception of our community. I hope that the performance measures and survey results provide you with a meaningful picture of our city's progress on our mission, outcomes, and goals.

An integral part of the City of Salisbury's mission is inclusion and diversity in all municipal activities. This is one of our community's core values, and improving race relations and building an inclusive community has been the main focus of my six terms in office.

Over the years the City of Salisbury has initiated Mayor's Spirit Luncheons to celebrate and promote better race relations, and we began conducting diversity training for both city employees and the larger community through the Salisbury-Rowan Human Relations Council. We have honored Dr. Martin Luther King Jr. through formalizing an official city holiday and through the renaming of Boundary Street. Further, we established the Hispanic Coalition and participated in the Latino Initiative, including a trip to Mexico to better understand other cultures. We also have continued and formalized our sister-city relationship with the City of Salisbury, England to better cultivate our community's heritage. We have also initiated many public safety efforts including Project Safe Neighborhoods, Salisbury-Rowan United Gang Summits, and Project Safe Family Days. Our focus has been to support our community partners while promoting positive youth initiatives.

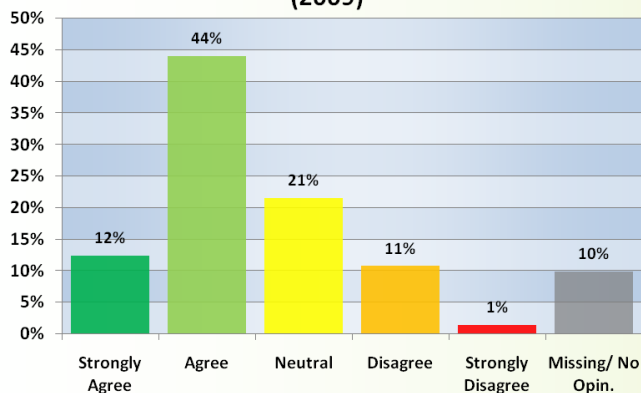
I believe that all of our initiatives have resulted in a more inclusive community and our 2004 & 2009 City of Salisbury Citizen Survey offers a measurable shift in this direction. In 2004, 35% of those surveyed agreed that Salisbury was an inclusive community while 6% strongly agreed. Five years later in 2009, 44% agreed that Salisbury is an inclusive community while 12% strongly agreed.

Certainly, the results from both surveys and the corresponding shift offer a meaningful picture of the change in our community. The City of Salisbury will continue to work towards achieving our mission and promoting our core values.

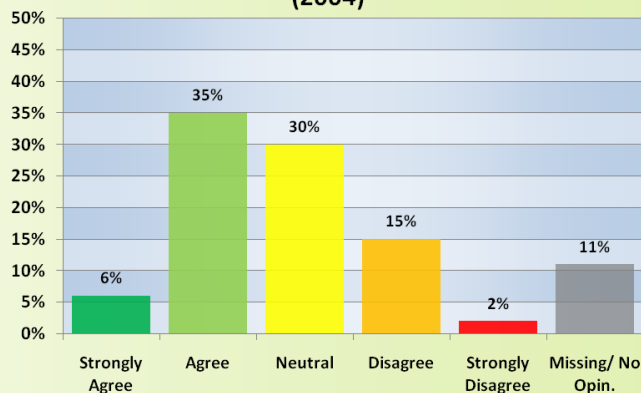
Susan W. Kluttz

Susan W. Kluttz, Mayor

**SALISBURY IS AN INCLUSIVE COMMUNITY
(2009)**

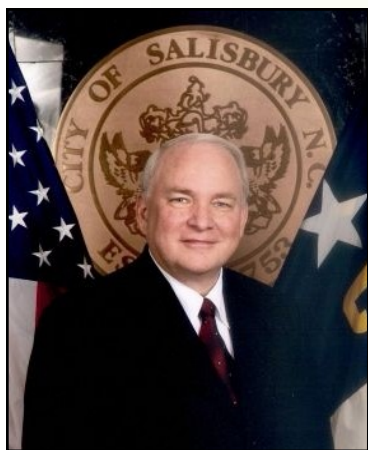


**SALISBURY IS AN INCLUSIVE COMMUNITY
(2004)**



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Message From The City Manager



Building a Culture of Excellent Customer Service

The number one priority of the City of Salisbury is to provide excellent customer service to all citizens. It is our goal to build a high-performance municipal organization that accomplishes the outcomes and goals set out by our citizens and City Council.

Our most important priority is guided by our interdepartmental Customer Service Design Team, which was built upon the foundation of employee empowerment and teamwork. This talented and creative employee team has led our city through excellent progress toward providing excellent customer service.

Achieving our 'hedgehog' principle (from the Jim Collins book, *From Good to Great*) through creating a culture of excellent customer service for our citizens is a continuous journey that is now spreading across other North Carolina local governments. The cities of Winston-Salem, Concord, and Lenoir have followed our lead and are implementing the customer service model within their own organizations.

The 2004 and 2009 City of Salisbury Citizen Satisfaction Surveys provide some insight into the progress of our customer service culture change. Certainly, customer service is in the eye of the beholder, and from 2004 to 2009 we have seen measurable improvements in this area. Our departments' commitment to providing excellent customer service to all citizens along with the vision of the Community Appearance Commission and Neighborhood Leaders Alliance have shown noticeable improvements in citizens' perception of our responsiveness to neighborhood needs. Year 2006 marked the height of our customer service intervention, with customer service training for all employees. I truly believe we are providing better service, and our 2009 numbers reflect this belief.

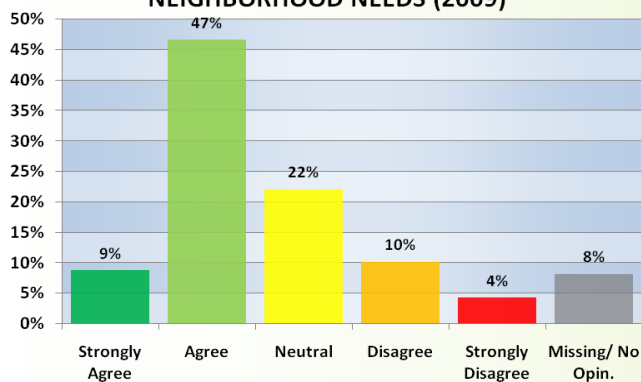
Many other performance measures and survey results within this publication (and available on-line) should provide a more complete picture of our dedication to providing both excellent municipal services and excellent customer service.

Citizen feedback and my experience have shown that a very positive customer service transformation is taking place within our organization. Given the positive feedback and reception by our employees, I would say that we are continuing to make excellent progress and a culture change is at hand.

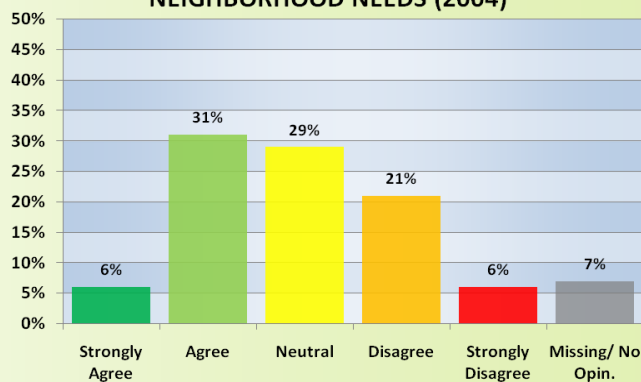
David Treme

David W. Treme, City Manager

**CITY GOVT. IS RESPONSIVE TO
NEIGHBORHOOD NEEDS (2009)**



**CITY GOVT. IS RESPONSIVE TO
NEIGHBORHOOD NEEDS (2004)**



City's Mission, Vision and Core Values

Mission Statement

To enhance Salisbury's status as a great HISTORIC CITY that provides a safe, livable environment for present and future generations with a focus on:

- Culture of excellent customer service
- Quality services for all citizens
- Honesty and Integrity
- Inclusion and Diversity (in all municipal activities)
- Fairness and Equality
- Commitment to a team of creative problem solvers
- Partnerships with community organizations

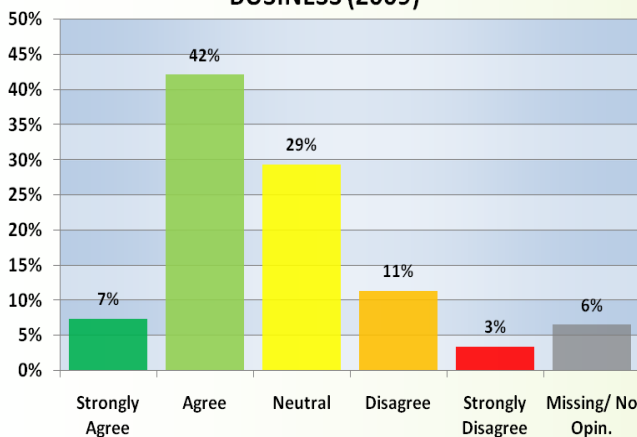
Vision Statement

- To complete all strategic plans successfully and effectively
- To remain a livable community – with its own identity and sustainable growth
- To be a model of neighborhood revitalization – using a holistic approach with quality facilities and services
- To be a City and an organization which is free of discrimination and is inclusive
- To be a place where children choose to return to live when they become adults – a place with a future, where things are done right
- To be a City that promotes a positive business climate and economic opportunities for its citizens

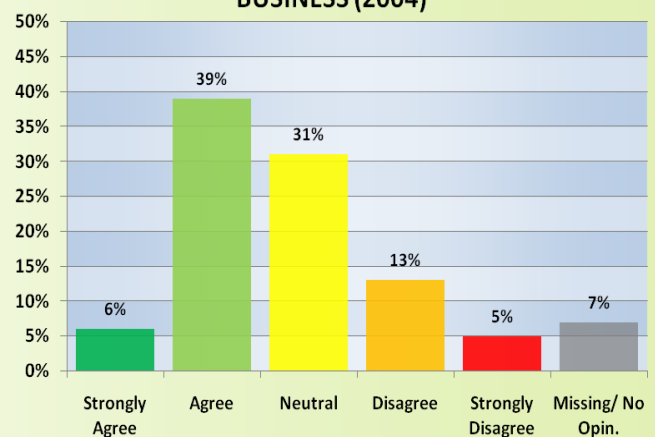
Core Values

- Culture of excellent customer service
- Quality services for all citizens
- Honesty and Integrity
- Inclusion and Diversity (in all municipal activities)
- Fairness and Equality
- Commitment to a team of creative problem solvers

**SALISBURY IS A GOOD PLACE TO DO
BUSINESS (2009)**



**SALISBURY IS A GOOD PLACE TO DO
BUSINESS (2004)**



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

City Council Priorities

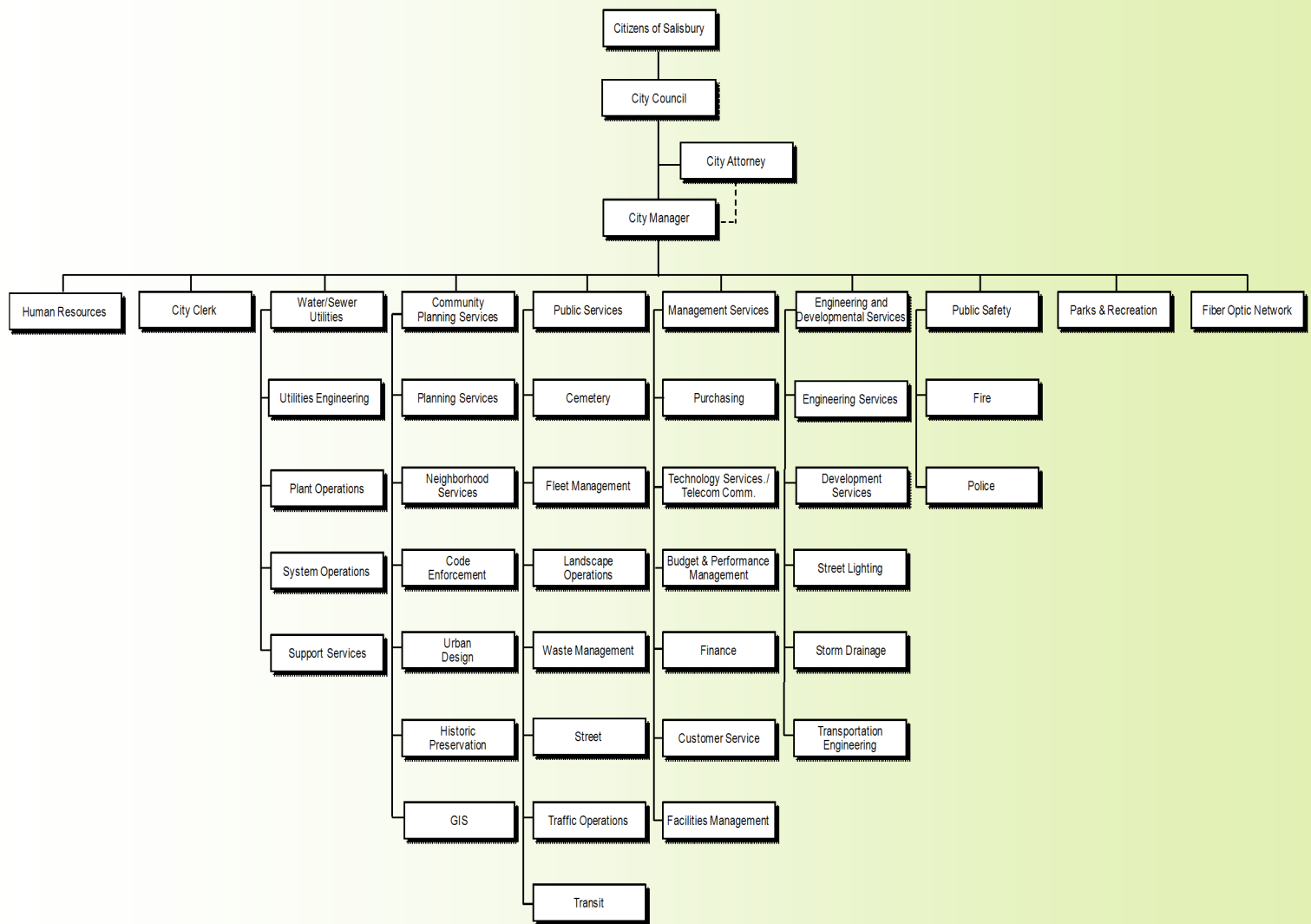
Adopted by City Council March 3, 2009

1. Create a culture of excellent customer service within the City organization
2. Improve neighborhoods and safety for all areas of the City
3. Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.
4. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County
5. Provide quality Parks and Recreation services
6. Attract, retain and develop high quality City employees
7. Partner with Rowan-Salisbury Schools
8. Improve overall strategic management of City and departments
9. Improve and enhance Downtown Salisbury
10. Streamline development review process and ordinances
11. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust
12. Initiate efforts to assist in the economic recovery of the community
13. Determine ways the City can assist in reducing childhood poverty

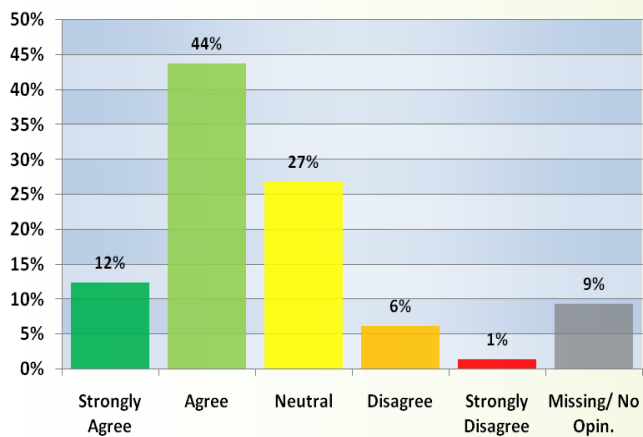


Included in the photo from left to right:
Council Member Mark Lewis, Mayor Pro Tem Paul Woodson, Mayor Susan Kluttz,
Council Member William (Pete) Kennedy, Council Member Bill Burgin

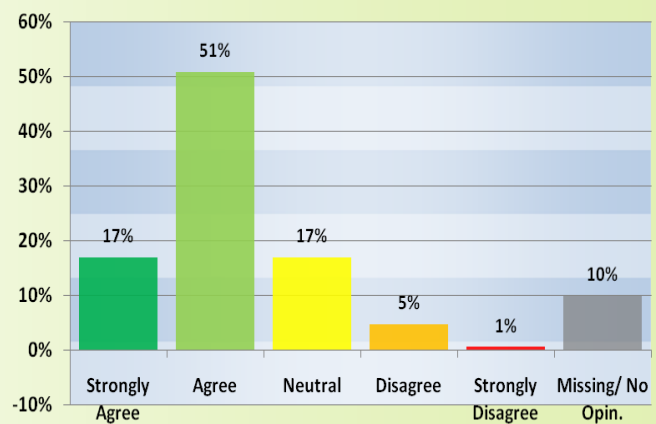
City Organizational Structure



CITY EMPLOYEES ARE COMPETENT (2009)



CITY EMPLOYEES ARE COURTEOUS (2009)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Guide for How to Read and Use this Report

Background Information is Found Here

Contact Information is Found Here

Select Tactical Goals are Found Here

Charts and Other Information Found Here

Photos Found Here

Fire Protection



The Salisbury Fire Department (SFD) responded to 4112 emergencies in 2008 including the single largest structure fire in our history and the tragic loss of two excellent firefighters. As would be expected after such an event, we studied our total operation and found that all aspects of the functional and tactical operations were solid and performing at a high level.

The Fire Department maintains an excellent average response time to all areas of the City. In recent years, the addition of a fourth fire station located at 2325 Statesville Blvd. has reduced response times to the western areas of the City including Westcliffe and Westwood subdivisions. Equipped with a Quint, a Reserve Engine and a Hazmat Truck and staffed with four firefighters, this station is growing to be a central iconic spot in the western city neighborhoods. The new station reduced the wait for emergency services from approximately nine minutes to as low as two minutes for the Westcliffe area.

The Fire Department is making steady advances toward accreditation by the Center for Fire Service Excellence. The Fire Department and City leadership have committed to achieving such creditable status. The second step of accreditation requires periodic upgrades to resources which will occur in the midst of developing our city's Standard for Cover (that entails a survey of every building and hazard in the city and a match with the fire response resources to each). Our next and third step will involve a critical self-assessment of resources which we expect to begin in 2010. Interestingly, the Center for Fire Service Excellence (Accreditation) and the Insurance Services Office (ISO) are preparing to merge aspects of fire department evaluations. Since Salisbury possesses an outstanding Class II rating (as reaffirmed in 2007), the Fire Department is eagerly anticipating the merging process.

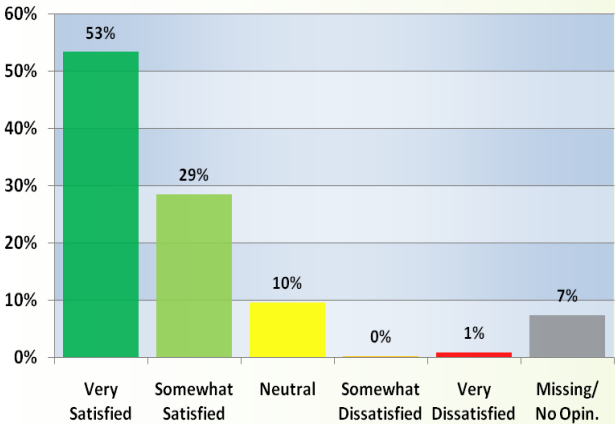
Contact:

Robert Parnell
Fire Chief
E-mail: bparn@salisburync.gov
Phone: 704-638-5351

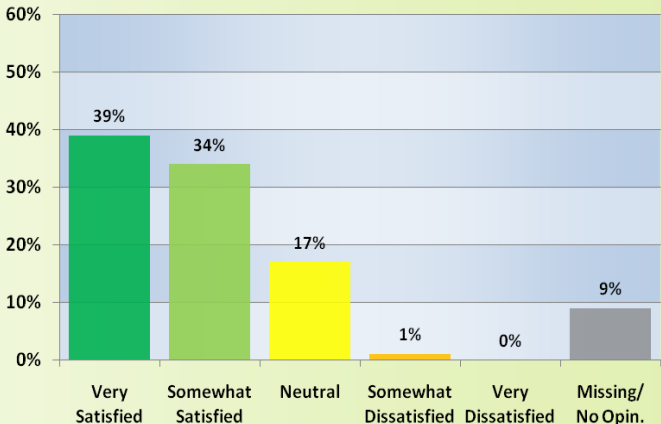
Tactical Goals:

- Provide excellent customer service to citizens
- Provide prompt and safe responses to all emergencies
- Enhance relationship with Rowan-Salisbury Schools
- Continue to attract, develop and retain high quality firefighters
- Reduce average response time

OVERALL IMPRESSION OF FIRE DEPT (2009)



OVERALL IMPRESSION OF FIRE DEPT (2004)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Fire Protection



The Fire Department maintains its first and strictest precept as ‘*service-above-self*’, providing the best possible customer service to our citizens. Daily, City firefighters demonstrate outstanding customer service at the highest possible level. Firefighters are recognized monthly for actions and acts of customer service by City and Fire Department Leadership. The SFD continues working toward providing excellent customer service to Salisbury’s citizens by meeting life safety objectives, reducing response times, using resources and personnel efficiently and remaining consistently excellent through training and education.

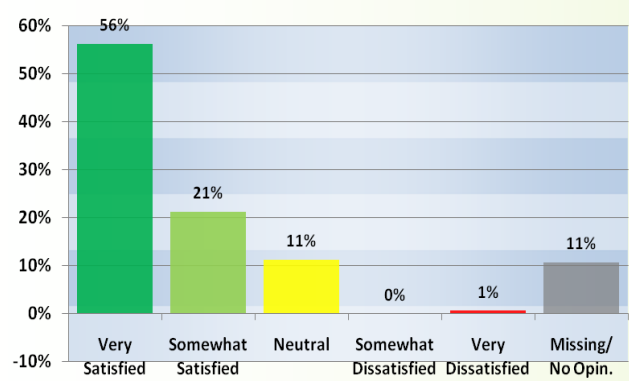
Salisbury Fire Department is the first department in North Carolina to be rated (ISO) using **Total Quint Concept**. Quints allow SFD to use one apparatus at each of its four stations as dual purpose (engine **and** ladder) units. Quints have a fire pump, water tank, hose storage, ground ladders and an aerial ladder, resulting in more efficient use of personnel on a single fire apparatus. At present, all SFD apparatus are highly efficient, multi-function units. For example, Rescue Engine 1 is a fire Pumper **and** a Rescue truck, Squad 1 serves as a Squad truck and a Brush truck, and the newly replaced Command Post vehicle serves as a Command Office **and** a Rehabilitation Squad truck.

The Quint concept fire scene operations are fine-tuned by our Pre-Designated Assignments (PDAs) fire scene management system. Salisbury Fire Department is the first fire department in the region to employ modern Pre-determined Assignment (PDA) methodology. PDAs pre-direct incoming fire units to fire ground duties based on order-of-arrival. For example the first Quint to arrive acts as a fire engine and conducts engine company duties, while the second arriving Quint conducts ladder company duties. PDAs eliminate the delay of waiting for orders from a command officer and allow fire companies to begin working quickly to save lives and property. Command officers are then able to focus on building-hazards and accountability of on-scene personnel. The SFD is the first in Rowan County to install Automatic Vehicle Locators (AVLs) in fire apparatus. The AVL technology will increase efficiency in dispatching the closest unit to an emergency through our modern Computer Aided Dispatch (CAD) system.

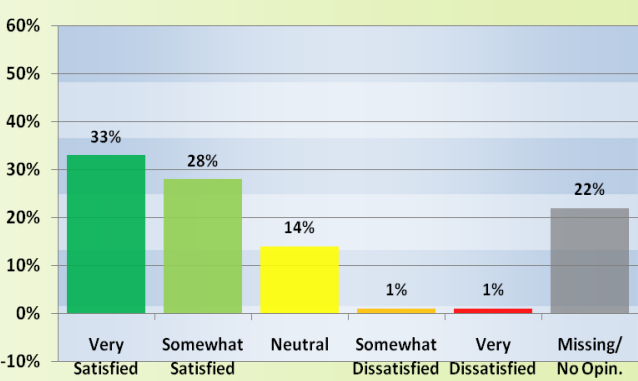
Through the use of modern technology and creative methods, the Salisbury Fire Department aligns itself to be a leader in providing fire and emergency services in a compassionate and caring manner to the Citizens of Salisbury.



SPEED & EFFECTIVENESS OF FIRE DEPT (2009)



SPEED & EFFECTIVENESS OF FIRE DEPT (2004)



Police Services



The Salisbury Police Department is an Internationally Accredited Police Department. The department was first accredited in 1990 and at that time was one of the first in this State to receive accreditation. We received our first reaccreditation in 1995 and have been re-accredited every 3 years since that time. The department was re-accredited in November 2007 and will be re-assessed in 2010.

The Salisbury Police Department has two on-going goals related to crime control and public safety. Those goals are to continue Project SAFE Salisbury and to address Juvenile Gang Issues. We continue to address gun violence through Project SAFE (Strategic Aggressive Firearms Enforcement.) We have participated in Project SAFE since 2001. Our partnerships with the community and with the United States Attorney's Office for the Middle District of North Carolina have made this a very successful endeavor. Currently, 125 violent offenders have been notified through Project SAFE. Of those notified, several have failed to heed the warning and have re-offended, thus exposing them to long prison sentences in the Federal court system. In addition to targeting violent offenders for prosecution, Project SAFE also enables us to conduct community awareness activities in hopes of preventing criminal activities. We conduct various youth activities to include HOPE in the Park and Family Day at the YMCA among others. Family Day at the YMCA has attracted hundreds of children and parents over the past two years. Once the families arrive at the YMCA, they are given school supplies, they attend workshops dealing with everything from bullying to parenting skills to conflict resolution. Family Day always concludes with a free lunch for the entire family.

Contact:

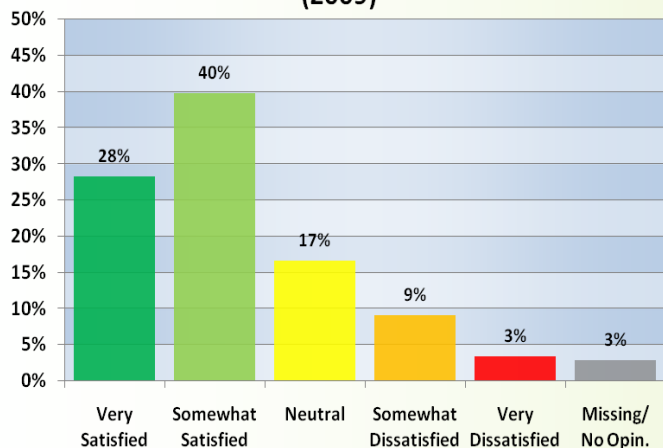
Mark Wilhelm
Police Chief
E-mail: mwilh@salisburync.gov
Phone: 704-638-2088

Tactical Goals:

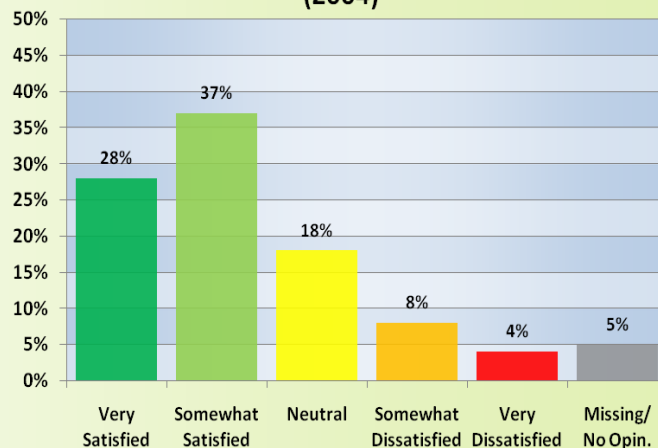
- Provide excellent customer service
- Continue customer service 'on-duty' training for all employees
- Continue Project 'SAFE Salisbury'
- Continue to address juvenile gangs
- Increase minority recruitment
- Increase retention of employees



OVERALL IMPRESSION OF POLICE DEPT
(2009)



OVERALL IMPRESSION OF POLICE DEPT
(2004)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Police Services



We also continue to focus a lot of resources on juvenile gang issues. We are continuing those efforts with intervention, prevention and suppression. It is our belief that the quality of life for all residents will improve with our continued efforts to address violence in general. The police department has one investigator and two street officers assigned to focus specifically on Gang related issues.

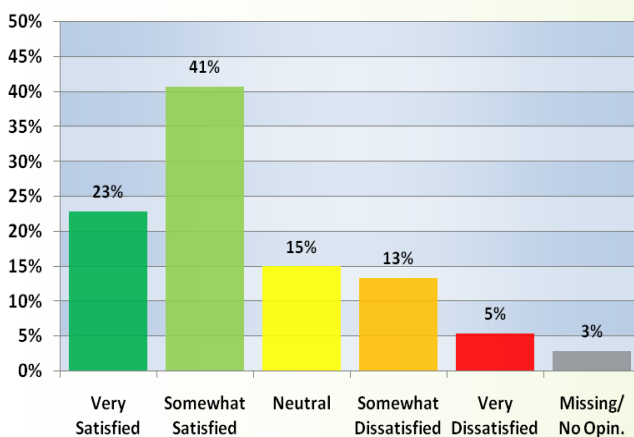
We address prevention and intervention through education and awareness. Over the past year, our officers have made more than 30 presentations to various groups including the Department of Social Services, churches, civic organizations, parenting groups and many others in an attempt to educate those in attendance. Officers also present Gang Resistance Education and Training (G.R.E.A.T.) to the fourth and sixth grade classes at the Rowan Salisbury Schools located within the city limits of Salisbury.

Gang Suppression efforts are accomplished through enforcement. Throughout the year, we have two street officers assigned to the GANG Unit within the police department. These officers are assigned to work areas frequented by gang members with a zero tolerance for enforcement. Once the school year is complete and students are out for the summer, we utilize our School Resource Officers to compliment the gang unit by adding those officers to work with this unit for the summer. They are assigned to work late evening and early morning hours and to focus on trouble spots throughout the city. Again, they are given a zero tolerance directive, meaning that all violators are charged if probable cause exists.

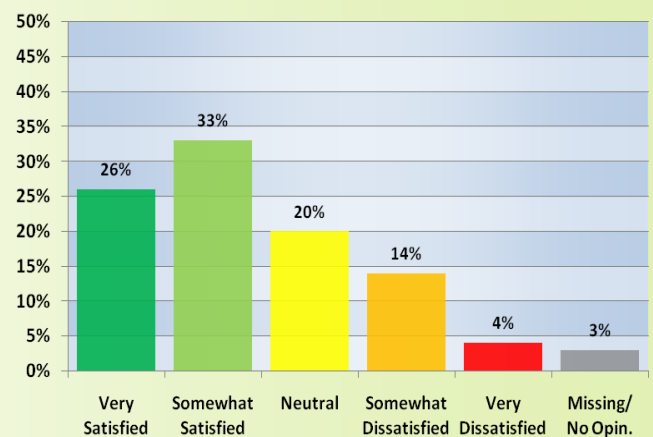
We have taken additional steps to address juvenile crime issues. The most notable is the Youth Protection Ordinance which will help to hold parents accountable for the actions of their children as well as holding the juveniles accountable. It is our belief that the family is the place to start in building safe communities. This ordinance was approved in June by the Salisbury City Council without opposition from the community.



VISIBILITY OF POLICE (2009)



VISIBILITY OF POLICE (2004)



Parks and Recreation

While demand, competition and economic issues continue to change, the Parks and Recreation Department continues to deliver quality services, providing beautiful parks, facilities and recreational opportunities for the citizens of Salisbury to enjoy through vast green space and positive leisure activities. Working with local, state and national foundations and organizations, the department continually seeks additional funding to expand programming and to provide low cost opportunities for the citizens of Salisbury to enjoy.

The Parks and Recreation Department works hard to maintain the parks and facilities according to national standards and constantly nurtures the growth and development of already existing and new venues. In an effort to meet future needs of the community the department has been working with citizens to gather input regarding the future direction of the department. This information will be used to update the comprehensive Parks and Recreation Comprehensive System Master Plan and to develop a Site Master Plan for Lincoln Park. In the last year, the department completed renovations at the Jaycee Optimist Sports Complex and the City Park Tennis Complex and acquired new park property on McCoy road for a future neighborhood park.

The department monitors its success and growth through an accreditation process. Accreditation assures the residents of Salisbury that the department strives to reach the highest standards of practice in the field to deliver quality services to the citizens of Salisbury. This Department is the 27th Nationally Accredited Parks and Recreation Department and the second in North Carolina. The department was reaccredited in October 2005 and hopes to be reaccredited in 2010. In addition, staff members are also Nationally Certified Parks and Recreation Professionals ensuring that, not only do we provide quality services, but we also have a quality staff to oversee the delivery of these services.

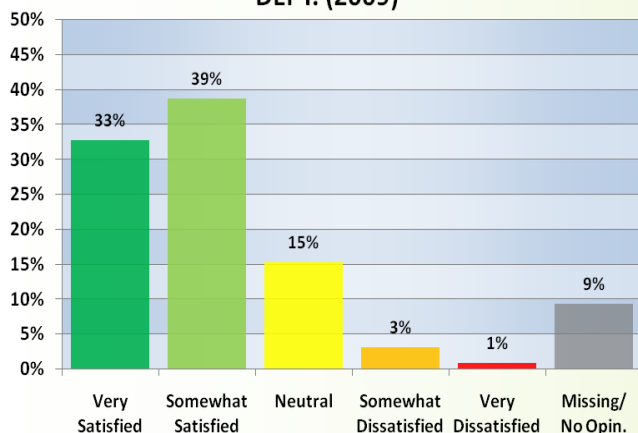
Contact:

Kathy Seybold
Parks and Recreation Administration
E-mail: kseyb@salisburync.gov
Phone: 704-216-PLAY

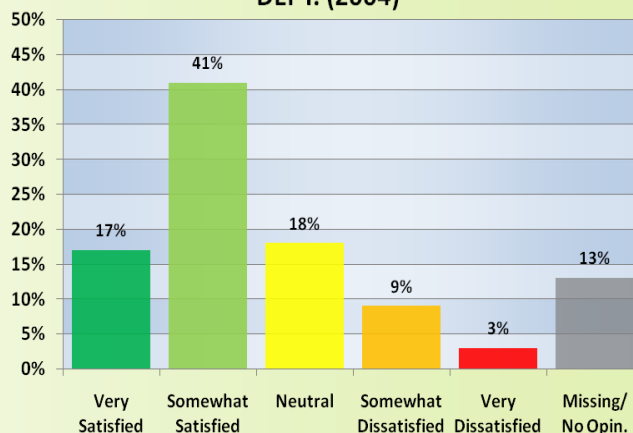
Tactical Goals:

- Provide excellent customer service
- Renovate and repair the current Parks and Recreation facilities through use of a systematic renovation master plan
- Support and promote environmental education and healthy lifestyles through increased awareness of the Parks and Recreation programs, parks and facilities
- Continue development of the Salisbury Community Park and Athletic Complex
- Support design and development of the Salisbury Greenway
- Complete renovation of the Jaycee Optimist Sports Complex

OVERALL IMPRESSION OF PARKS & REC.
DEPT. (2009)



OVERALL IMPRESSION OF PARKS & REC.
DEPT. (2004)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Parks and Recreation

Talented maintenance staff strives to provide park spaces that help improve the quality of life for our citizens even during these economically challenging times.

In addition to routine maintenance of mowing, trash collection, facilities maintenance and ball-field preparation, two major projects were completed this year. Staff monitored renovations at the City Park Tennis Complex and installed landscaping there. They acted as the general contractor for the renovation of the Jaycee Optimist Sports Complex and also managed in-house installation and construction of a new shelter, planted new trees and installed horseshoes pits, two bocce courts and park benches. Without their dedication and talent, the renovation would have been over budget and not completed. Throughout the course of one year, two buildings and grounds maintenance staff set-up and broke-down 14,400 chairs and 2,535 tables for functions at the Salisbury Civic Center.

Throughout the year, maintenance staff continually maintained the following:

- 246 acres of park land
- 2,700 feet of Greenway trails
- 13 shelters
- 17 play structures
- 10 tennis courts

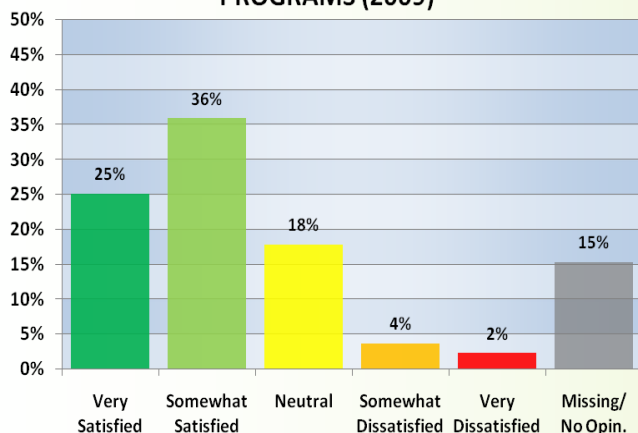
Staff also prepared fields and trails for:

- 500 baseball/softball events
- 8 cross-country events
- 71 soccer events
- 24 flag football events

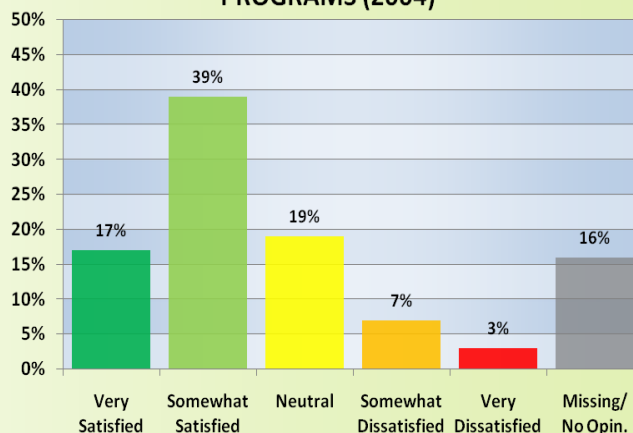
In the coming year, the inclusion of additional park land, tight funding and expected staff retirement, leave the maintenance division with new challenges to overcome in maintaining existing parks and facilities while also maintaining current levels of service.



NUMBER AND VARIETY OF RECREATION PROGRAMS (2009)



NUMBER AND VARIETY OF RECREATION PROGRAMS (2004)



Community Planning Services

The City of Salisbury continuously explores new ways to improve customer service and address community issues by focusing resources to meet citizen expectations. Through an organizational realignment, based on the City Manager's recommendation, the Community Planning Services (CPS) Department was created in January 2009. The specific intent of CPS is to develop and implement current and long-range community and neighborhood-based plans. The department's primary mission is "to serve the public interest by identifying and implementing the community vision through innovative professional services in planning, geographic information systems (GIS) and code services."

By linking together Planning, GIS and Code Enforcement as an organizational unit, the Community Planning Services (CPS) Department reinforces Salisbury's collective aspiration as a high-performance community that reveres its historic integrity, cultural amenities and environmental sustainability - all in the continuous pursuit of improving quality of life. The creation of CPS reflects the City's commitment to customer service, responsiveness and the organizational agility necessary to keep pace with advancements in technology, the continuum of City Council directed community-based outcomes, and the ongoing re-structuring of national and state economies, all of which impact local culture and livability.

An example of the benefits of responsiveness and purposeful decision-making can be found in the 2008 adoption of the Land Development Ordinance. A Council directive to overhaul the more than 40 year-old zoning and subdivision ordinances led to the creation of the Land Development Ordinance Committee (LDOC) and the subsequent implementation of the new code. A 2009 survey of Salisbury citizens indicates that 63% of respondents believe that Salisbury's ordinances are "about right" as compared to only 48% in 2004. (See charts)

Contact:

Joe Morris

Community Planning Services Director

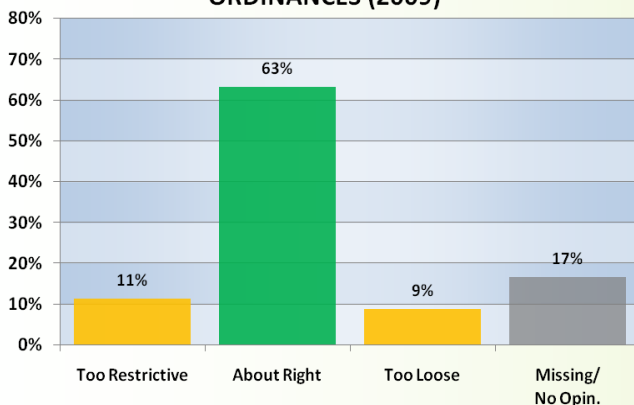
E-mail: jmorris@salisburync.gov

Phone: 704-638-5324

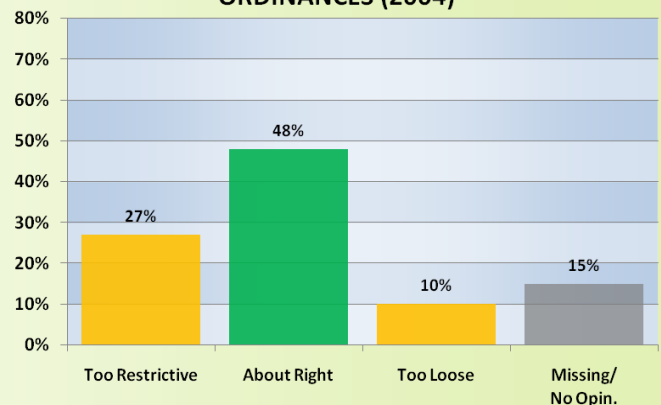
Tactical Goals:

- To ensure that Salisbury has a community-driven vision through the development and implementation of current and long-range community and neighborhood based plans
- To protect and champion the historic integrity, cultural amenities, environmental quality, and character of our community that improves the quality of life
- To champion sustainable planning methods in both current and long-range plans for our citizens and community
- To collaborate with our nonprofit partners in order to have the best downtown and best community development program
- To provide excellent customer service and assist in creative community-driven problem solving
- To encourage citizen participation in all decisions those affect our community

HOW CHARACTERIZE SALISBURY'S ORDINANCES (2009)



HOW CHARACTERIZE SALISBURY'S ORDINANCES (2004)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

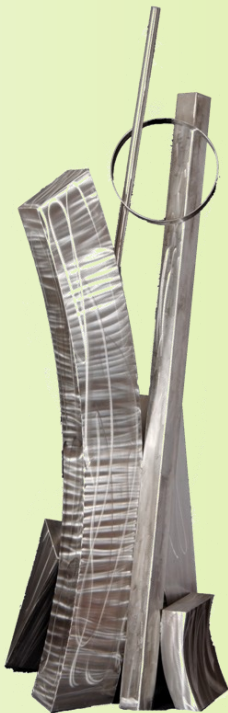
Community Planning Services

The ability to represent information through mapping technology is essential to the City’s intent to communicate the effectiveness of municipal programs and policies. Coordination between Planning, GIS and Code Enforcement led to the adoption of the Code Enforcement Sectors Map (see insert) which is delineated by neighborhoods and transportation corridors. The map is used by Code Enforcement Officers to ensure thorough coverage of code inspections and to identify areas of concentration for code enforcement activities.

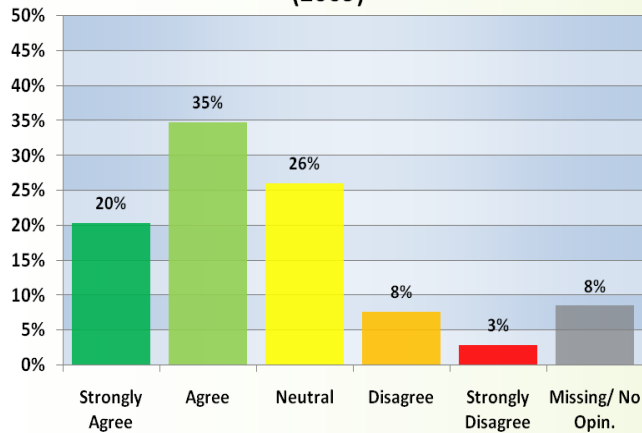
Culture Enhanced by Collaboration

Community Planning Services is committed to providing resources and professional services to the various Council appointed Boards and Commissions that are operating in the interest of our community. The volunteers serving as members of the Planning Board, the Community Appearance Commission, the Salisbury Tree Board, the Historic Preservation Commission and many other committees and working groups dedicate countless hours to promote and sustain community culture.

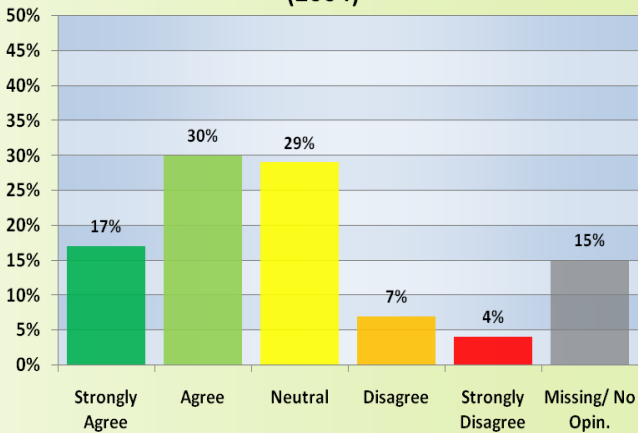
An excellent example of coordination and focused community effort is the inaugural Salisbury Sculpture Show - “Discover What’s Outside”. The thoughtfully selected display of 14 diverse works of public art required coordination between the Community Appearance Commission, the Public Art Committee, Downtown Salisbury, Inc., the Historic Preservation Commission and the Rowan County Convention and Visitor’s Bureau. These groups came together to forge policy for the display of public art within national and local historic districts, to solicit proposals from skilled artisans, and to review, select and place the art in complimentary and highly visible settings. The groups also worked collaboratively to raise funds in order to off-set expenses for the nine month long exhibition. The sculpture show has been received very well, garnering attention from a number of media outlets including UNC public television.



THE LOCAL ARTS ARE IMPORTANT TO ME
(2009)



THE LOCAL ARTS ARE IMPORTANT TO ME
(2004)



Community Character

Livability Built on Preservation

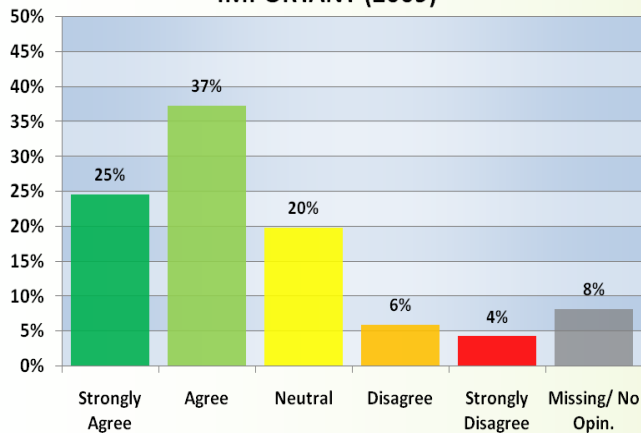
A central component of community livability is Salisbury's commitment to historic preservation. A recent citizen survey suggests that about 62% of those polled agree or strongly agree that historic preservation is important to the community.

The adoption of the new Land Development Ordinance (LDO) includes the establishment of a zoning district that is unique to Salisbury. The Historic Residential (HR) district is "intended to solidify development patterns and land uses inherent to existing neighborhoods listed on the National Register of Historic Places or within a local historic district designated by the City." HR neighborhoods are generally closer to the city core, are more densely developed and are comprised of a variety of housing styles, types, vintages and conditions.

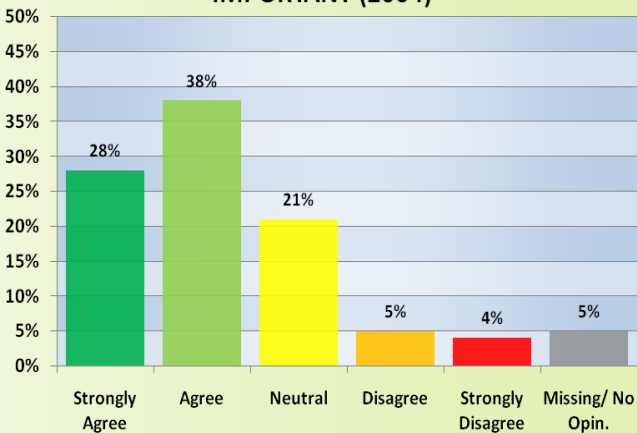
HR neighborhoods within Local Historic Districts are subject to design oversight by the Historic Preservation Commission. The relative age of the Salisbury housing stock, in general, necessitates continued monitoring and enforcement from the Codes Services Division. Through the collaborative efforts of neighborhood preservation and enforcement activities, along with a partnership with the Salisbury Community Development Corporation, the City aims to enhance community livability and quality of life by improving neighborhood housing.



SALISBURY HISTORIC PRESERVATION IS IMPORTANT (2009)



SALISBURY HISTORIC PRESERVATION IS IMPORTANT (2004)



Code Services Division

In 2008, there were approximately 2,400 nuisance violations that were cited and abated. Property owners or residents abated approximately 63% of nuisances cited.

An enforcement process may require two to four visits by the Enforcement Officer for inspection and confirmation of compliance.

Approximately 6,200 site visits were conducted by Code Enforcement personnel during 2008.

Since October 2008:

- 4 demolition permits were issued
- 49 minimum housing investigations were conducted.

Code Enforcement personnel are currently involved with the development of a Downtown Maintenance Code and a Better Housing Code and are investigating the use of “on the spot” civil citations, as well as use of Geographic Information Systems for enforcement effectiveness.

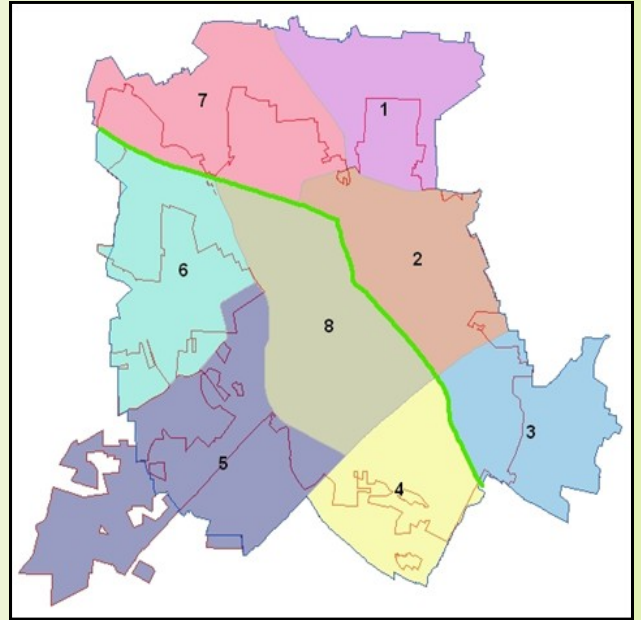


Contact:

Chris Branham
Code Services Manager
E-mail: cbran@salisburync.gov
Phone: 704-638-7564

Tactical Goals:

- Provide excellent customer service
- Identify and correct code violations



Engineering & Development Services

Background Information:

Active Travel means walking, cycling, or using some other form of non-motorized transportation. A culture of active travel contributes to the livability of a community and improves the health of its citizens. Salisbury's comprehensive plan, Vision 2020, seeks to build upon the City's compact nature and restore the balanced use of streets by vehicles, pedestrians and bicyclists. Salisbury has excelled in planning for active travel and acquiring funds for improvements as noted below:

Pedestrian Planning:

City Council has adopted a sidewalk priority rating system. Sidewalks are required with all new development. The City will receive \$600,000 in federal funds for sidewalk construction this year. The City will receive a \$60,000 Fit Community grant for sidewalks and traffic calming between North Main Street, City Park, Hurley Park, and Rowan Regional Medical Center. The project will include a new walking/fitness program tailored to meet needs and preferences based on a survey of neighborhood residents.

Greenway Planning:

The City has a conceptual plan for mixed-use, off-road greenway trails. Over 1½ miles of paved greenway trails have already been constructed. Also, ¾ miles of additional paved greenway trail may be funded from the President's stimulus package. The City Council appoints a volunteer Greenway Committee to work with Greenway planning and programming.

Bicycle Planning:

A Comprehensive Bicycle Plan will be presented for adoption this summer. The plan will recommend physical improvements, policy changes, enforcement, education and outreach programs to promote safer bicycling in Salisbury. One million dollars in federal funding is being sought for construction of bicycle lanes. The City Council appointed a citizen steering committee to help develop the Comprehensive Bicycle Plan.

Land Use Planning:

The new Land Development Ordinance encourages mixed-use development and neighborhood-serving businesses in close proximity to housing. This will make it easier for more people to walk or ride their bike for simple errands. New residential development is required to provide recreational open space. New streets are required to be developed with high connectivity and short block lengths.

Contact:

Dan Mikkelson
Engineering & Development Director
E-mail: dmikk@salisburync.gov
Phone: 704-638-5200

Tactical Goals:

- Implement the Jersey City neighborhood plan
- Develop future growth strategies for the community
- Develop a downtown streetscape improvement plan
- Seek additional funding sources: ARRA, CMAQ
- Administer repairs to Bank Street Bridge and Fisher Street Bridge
- Manage the City's Closed-loop Traffic Signal System
- Implement Comprehensive Bicycle Plan as funds permit



Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide quality water and wastewater service to our customers throughout Rowan County. As a water and sewer utility, SRU has a responsibility to be good stewards of our natural resources. The Yadkin River continues to provide an ample water supply to meet the needs of our customers, and to assist our neighboring communities if called upon. To help protect this water supply, SRU continues to be active in the relicensing of Alcoa's hydroelectric operation. The sedimentation build-up that has resulted from this project has been shown to increase flood levels in the vicinity of our water intakes, located upstream from High Rock Lake. If not mitigated, this could result in severe damage to our pump station and threaten the water supply for all of our customers. SRU will continue to take steps to protect this vital infrastructure.

Our \$8.4 million project at our wastewater treatment facilities is complete and will improve our ability to continue to meet or exceed all regulatory requirements for our permitted discharge. Additional improvements to our wastewater treatment process are being planned that will allow SRU to comply with future, more stringent, permit requirements that are intended to minimize negative environmental impacts. City Council adopted the Fats, Oils, and Grease (FOG) Control Program on April 4, 2009 and all Food Service Establishments (FSEs) will have until April 4, 2012 to install an appropriately sized grease interceptor or grease trap; this program will help reduce the number of sanitary sewer overflows from our system caused by FOG.

In order to expand our service area and stimulate economic development within Rowan County, SRU continues to pursue partnerships with local businesses, industries, and other governmental agencies. The joint project between Salisbury and Rowan County to extend a sewer line along I-85 between Salisbury and China Grove will be under construction in June 2009 and should be a major catalyst for development along this primary growth corridor. During the past year, SRU partnered with Rowan County and a local industry (RDH Tire) and extended water service to its facility off Highway 70 near Cleveland, allowing for an expansion of its business. These are just a few examples of how SRU is working with its partners throughout the communities that we serve.

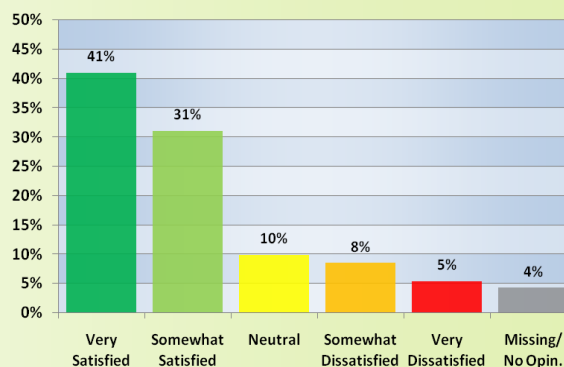
Contact:

Patrick Kennerly
SRU Administration
E-mail: pkenn@salisburync.gov
Phone: 704-638-4458

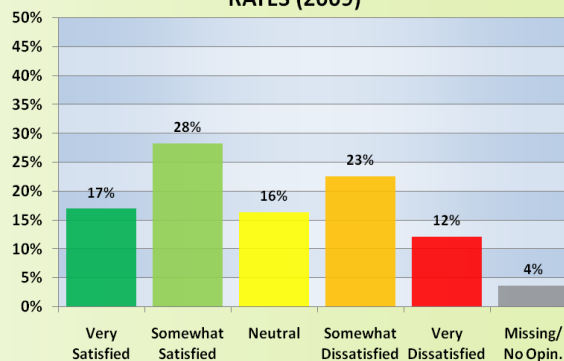
Tactical Goals:

- Provide excellent customer service
- Partner with Rowan County to implement the Town Creek / I-85 growth corridor interceptor sewer extension project
- Safeguard Salisbury's interests on the Yadkin River by participating in Federal Energy Regulatory Commission (FERC) re-licensing of Alcoa's Yadkin Project

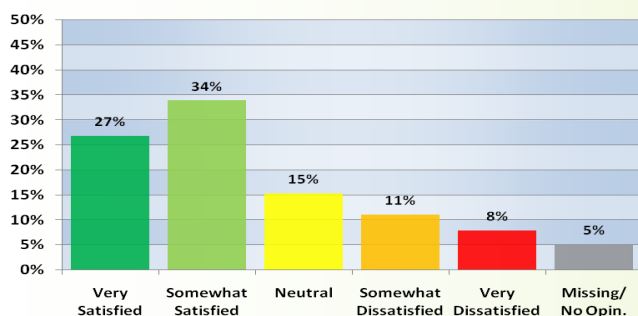
QUALITY OF TAP WATER (2009)



REASONABLENESS OF WATER & SEWER RATES (2009)



WATER & SEWER BILLING PROCESS (2009)



Salisbury-Rowan Utilities



There are many challenges in providing a service that must be available 24 hours a day, 365 days a year. Our water and wastewater treatment plants are staffed around the clock by highly trained operators, and crews are on standby at all times to respond to emergencies that may occur day or night typically during adverse weather conditions.

One such incident occurred in January of 2009, when a power outage and subsequent electrical surge destroyed much of the electrical system at our raw water pump station. For a period of over 5 days, we had no power to the river pump station and had to use emergency diesel pumps to fill our reservoirs. Industries and individuals complied with requests to eliminate all non-essential use. Client communities, including China Grove, Landis, and Kannapolis curtailed their usage, and the Statesville Emergency Interconnection was called into service for the first time. Contingency plans were put into motion, and with our staff and contractors working around the clock, repairs were made and power was restored to our facility.

While it is impossible to prevent emergencies such as these from occurring, it is reassuring to know that we have the staff and resources in place to overcome these challenges.



	<u>Municipality</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	\$53.90	\$64.18	\$118.08
2	Town of Landis (Electric City)	\$52.24	\$59.74	\$111.98
3	Town of China Grove – Inside Rate	\$48.00	\$54.00	\$102.00
4	OWASA	\$38.38	\$41.55	\$79.93
5	Town of Mooresville	\$33.83	\$44.07	\$77.90
6	City of Kannapolis – Inside Rate	\$35.70	\$35.60	\$71.30
7	Salisbury-Rowan Utilities - Proposed	\$29.63	\$39.31	\$68.94
	Salisbury-Rowan Utilities - Current	\$28.56	\$37.53	\$66.09
8	City of Concord - Inside Rate (Electric City)	\$32.91	\$31.96	\$64.87
9	City of Statesville – Inside Rate (Electric City)	\$19.97	\$31.86	\$51.83
10	City of Lexington – Inside Rate (Electric City)	\$20.25	\$31.30	\$51.55
11	City of Lincolnton	\$19.59	\$30.92	\$50.51
12	Charlotte-Mecklenburg Utilities	\$13.61	\$32.12	\$45.73
13	Town of Cleveland	\$19.43	\$25.26	\$44.69
14	City of Albemarle – Inside Rate (Electric City)	\$18.23	\$16.92	\$35.15

* Information obtained from UNC Environmental Finance Center

* Rates based on 8 billing units (approx. 6,000 gallons)

* All communities are shown at current rates as the expected rate increases are unknown

For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Street Division

The Street Division balances its day to day operations and manpower with requests and support to each and every Department within our city. Beyond the norm of repairing sidewalks and potholes, our Division of dedicated employees assists other divisions to achieve their own goals. This is done with high tech and specialized equipment and skills. The Street Division has assisted Land Management by installing new historic markers within our historic parks and our Facilities Division with projects at various facilities. Street closures and special events are carried out after a band of trucks and trailers provide barricades, cones and specialty warning devices.

After all the yard debris and bags of grass clippings are removed from the curb, specialized equipment is used by our division to grind, compost and turn those materials into a rich soil amendment and mulch that can be recycled back to city projects and the community. Not a winter storm goes by that the street division is not on the job ahead of time, during all hours of the night, weekend and holidays to ensure that your roads are made clear and safe for your days commute into town using specialized training and equipment.

Every year since its opening, the Street Division has ensured that the Farmers' Market seasonal canopies are set-up and taken down, that the Friday Night event scene is clean the following morning, and that the roadways for our downtown bicycle races and events are safe for the participants. Weddings, funerals, graduations and special events do not go unnoticed by Division staff, who strive to be thoughtful and to provide unparalleled customer service for all citizens.

Challenges continue with regard to the cost and availability of materials needed to provide our services. As material costs increase, the end result to all our project goals evolve. Assisting other divisions with manpower, materials and equipment-needs, is our way of overcoming obstacles and achieving goals.

Contact:

Steve Weatherford
Street Division Manager
E-mail: sweat@salisburync.gov
Phone: 704-638-5251

Tactical Goals:

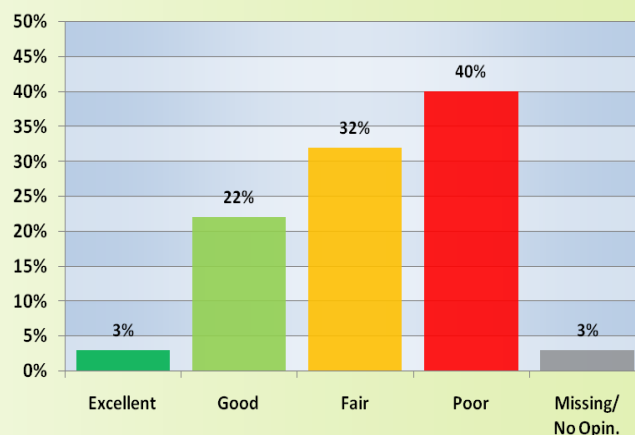
- Provide excellent customer service to citizens
- Respond to Salisbury neighborhoods with enhancements to streets, curbs and drainage systems
- Support Downtown Salisbury by making sidewalks handicap accessible
- Continue with sidewalk connectivity through the City's Sidewalk Prioritization Plan



QUALITY OF CITY STREETS (2009)



QUALITY OF CITY STREETS (2004)



Trash Collection and Recycling

The Solid Waste Division collects waste and refuse from over 11,200 households on a weekly basis. One goal that we continually strive toward in our Division, is to provide excellent customer service. We achieve this by educating our employees on how to best handle problems that may arise or complaints that come from our citizens. We also stress the importance of going the extra mile when possible and making sure that our customers receive the best possible service that we can supply. All of our employees are encouraged to take charge of his or her collection route and see that each customer on that route is serviced properly.

Another area of achievement has been to secure a recycling contract with a different recycling company. With a highly professional look and attitude, we feel our customers will receive a higher level of service. This contract also allows for direct communication between the recycling route drivers and our Solid Waste staff. Any complaints can be handled in a timely manner.

One challenge that lies ahead relates to expanding existing routes because of the growing population. This will require new ways of thinking, implementing the use of new computer software, introducing automated equipment, and working together with other departments to find solutions to provide greater route efficiency.

Contact:

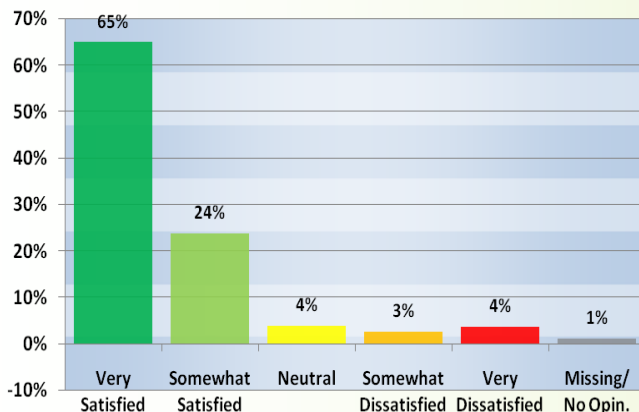
Lynn Hillard
Solid Waste Manager
E-mail: lhill@salisburync.gov
Phone: 704-638-5256

Tactical Goals:

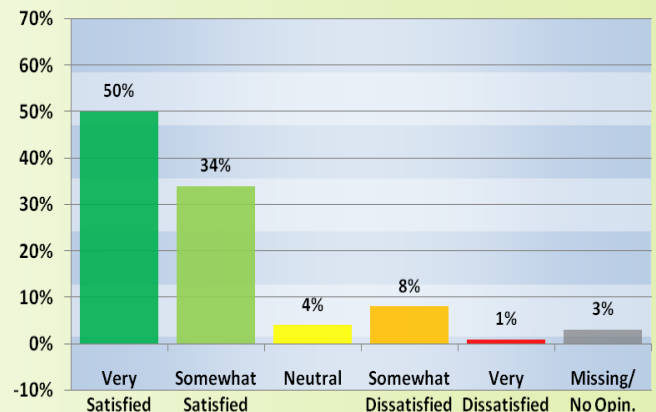
- Provide excellent customer service
- Support a healthy community through waste collection and recycling



GARBAGE AND TRASH COLLECTION (2009)



GARBAGE AND TRASH COLLECTION (2004)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Landscape Operations

The Landscape Operations Division is responsible for mowing and maintenance of rights-of-way, downtown parks, Hurley Park, city owned properties and entrance signs. The division is responsible for all trees along the city rights-of-way as well as support to the Salisbury Tree Board, Community Appearance Commission and Community Development.

The division provides mowing services for all water and waste water treatment facilities and has contracts with NC Department of Transportation to mow critical rights-of-way within Salisbury. The division is also the labor force for nuisance abatement services.

The Landscape division is challenged daily with weather conditions. Droughts, storms, or excessive rainfall takes a toll on the parks, planted medians and landscape on public rights-of-way. The damage may not surface for long periods of time and then be widespread. This Division is challenged with the rising cost of materials needed to keep planted areas in the best condition possible.

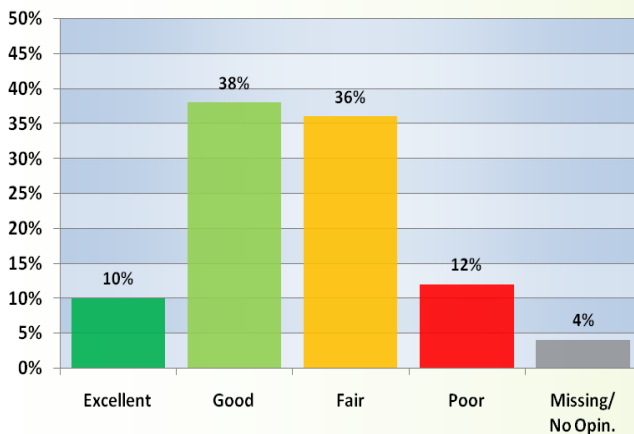
Contact:

Mark Martin
Landscape Division Manager
E-mail: mmart@salisburync.gov
Phone: 704-638-5255

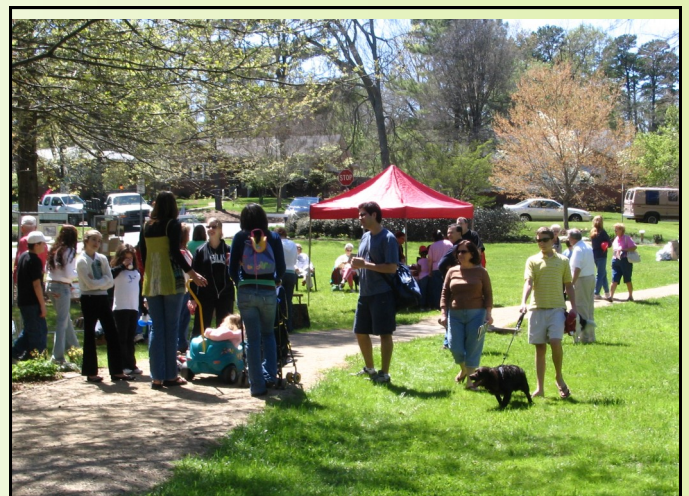
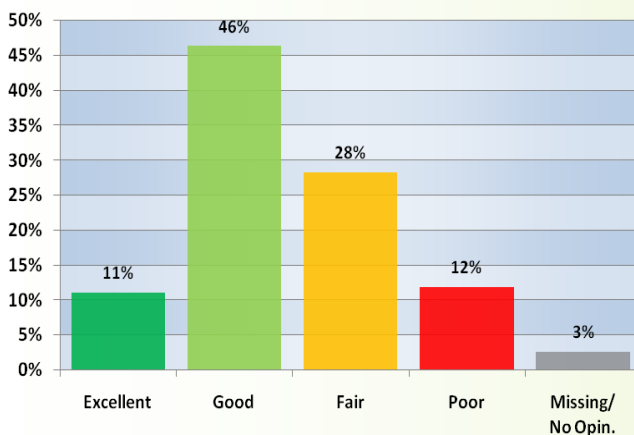
Tactical Goals:

- Provide excellent customer service
- Maintain City property and rights of way to established standards

ROADSIDE APPEARANCE (2004)



ROADSIDE APPEARANCE (2009)



Transit Division

The Transit Division provides safe, efficient, and affordable public transportation alternatives to the general public in the cities of Salisbury, Spencer and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational and medical facilities.

The department also provides an ADA demand responsive para-transit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

The Transit Division was recently awarded \$756,650 in stimulus funding from the American Recovery and Reinvestment Act. The average award per system across the state was \$392,000. Out of the fifty-nine systems that applied for non-urban transit stimulus funds in North Carolina, Salisbury was number three in receiving funds. Stimulus funding will be used to enhance and improve transit infrastructure and services across our community.

Transit has made tremendous improvements by using technology to enhance customer service. Using the 'Language-Line' service to assist with language interpretation was one improvement. Second, all buses were equipped with automated voice announcement systems to communicate effectively with passengers while meeting requirements of the Americans with Disability Act. Another improvement was installing surveillance systems on all buses to improve safety.

Transit offered its "Help Clean The Air With Free Bus Fare" program for the second year. The purpose of this program is to increase health awareness, encourage residents to park their cars and ride the bus, and reduce harmful pollutants in the environment. This program, along with constantly promoting our public transportation system, contributed to the highest ridership in four years - 170,521.

The challenge for the Transit Division is improving on time performance. The daily increase in traffic flow on our roadways makes it difficult to maintain our daily bus schedule.

A Five Year Community Transportation Service Plan is scheduled for completion within the next year. In addition to addressing on time performance, this plan will evaluate, identify, recommend and implement strategies that provide planning elements for meaningful mobility options for the general public.

Contact:

Rodney L. Harrison
Transit Division Manager
E-mail: rlhar@salisburync.gov
Phone: 704-638-5253

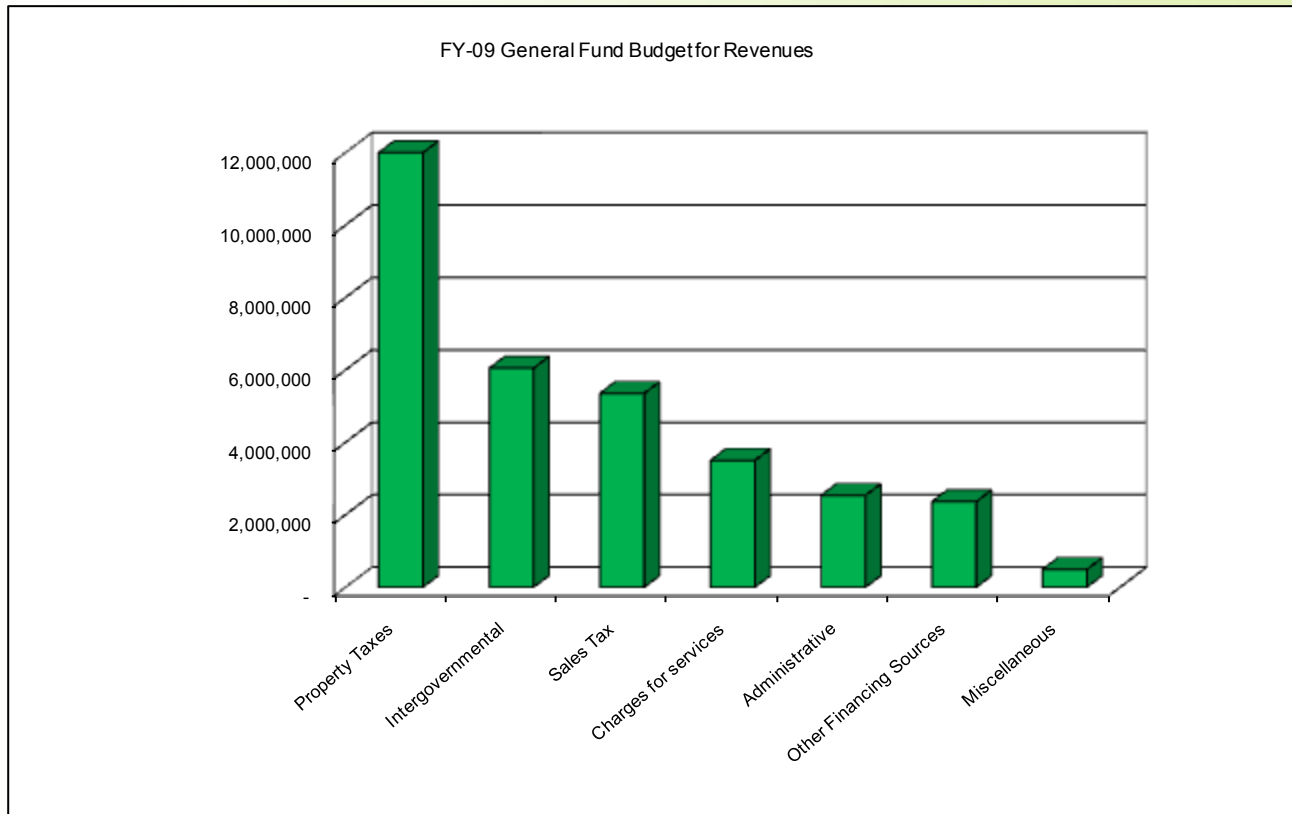
Tactical Goals:

- Provide excellent customer service to citizens
- Enhance the quality of life and livability for citizens by providing seamless mobility options

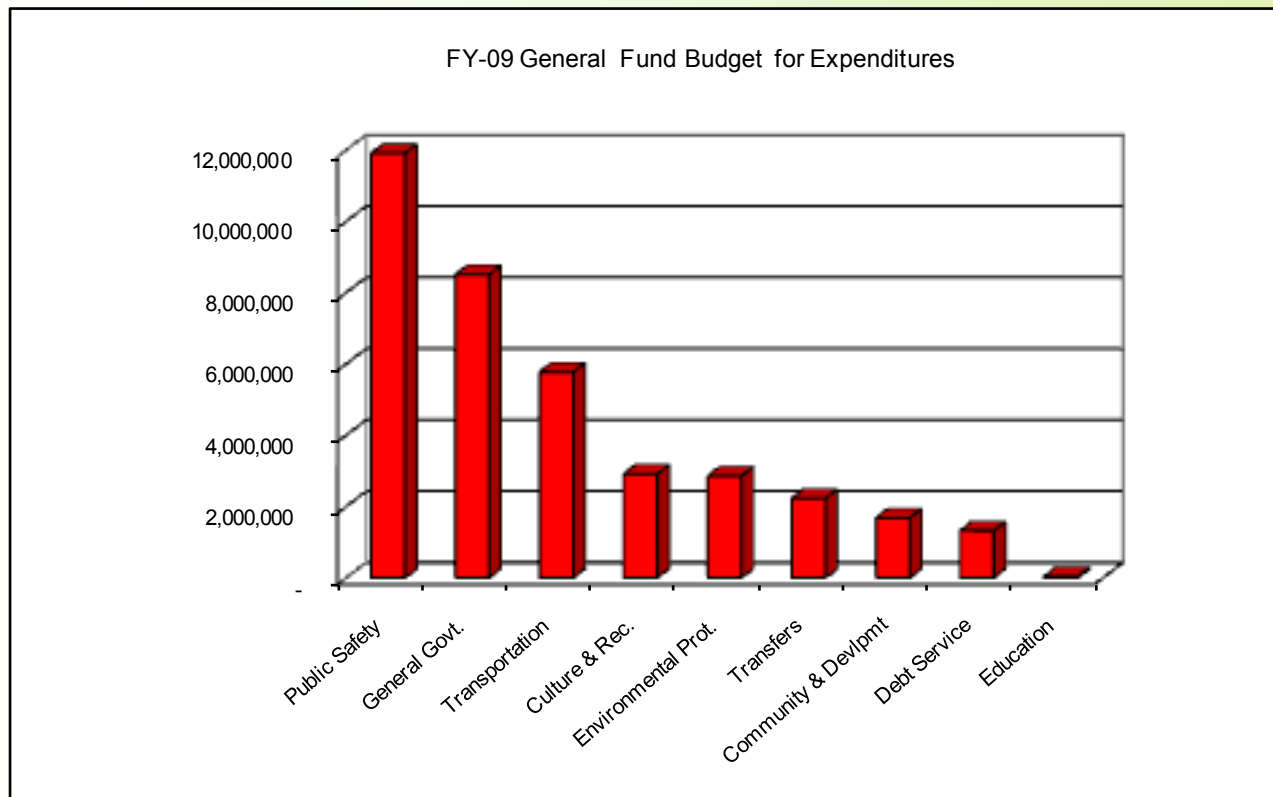


For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

Sources of Revenue—General Fund



Expenditure Categories—General Fund



Feedback, Contacts and Additional Information

Please provide your feedback on the content and format of this report through one of the following methods:

Via On-line Survey:

www.salisburync.gov/community/feedback

Via Facsimile:

Report Feedback

Fax Number: 704-638-8447

Via Conventional Mail:

City of Salisbury - E. Ballard

Performance Report Feedback

P.O. Box 479

Salisbury, NC 28145-0479

Or, by Calling Evans Ballard

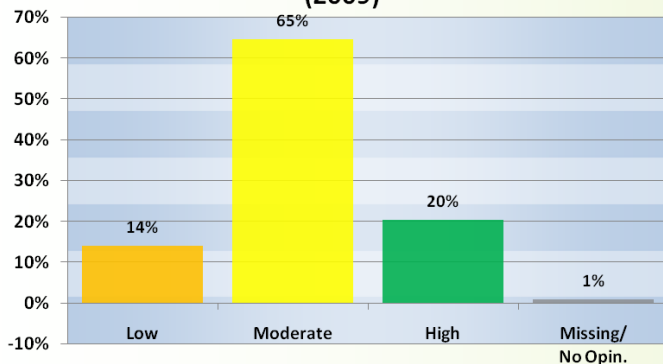
(with questions or presentation requests):

Telephone Number: 704-216-2716

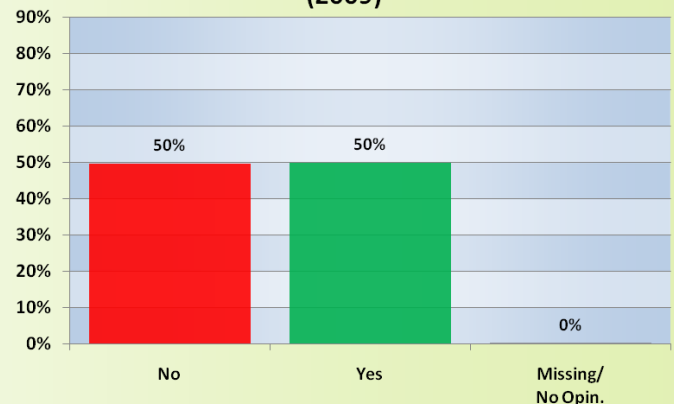
What Type of Feedback Are We Seeking About This Report?

- Other types of performance data that you would like to see
- Other information delivery methods you prefer
- Other ways that City performance indicators can be communicated, and whether these indicators are too simple, or too complex.
- Preference for paper, TV or other media for future reporting and distribution
- How likely you are to read future reports
- If you would like a presentation made to your civic or faith organization
- Other issues about the report or the City that you would like an opportunity to express.
- Other

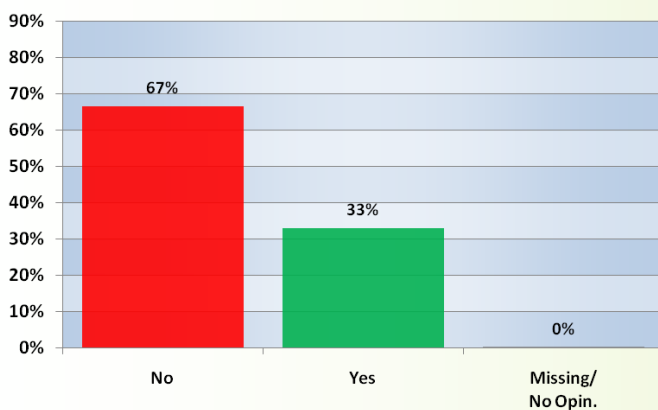
LEVEL OF INTEREST IN LOCAL CIVIC AFFAIRS (2009)



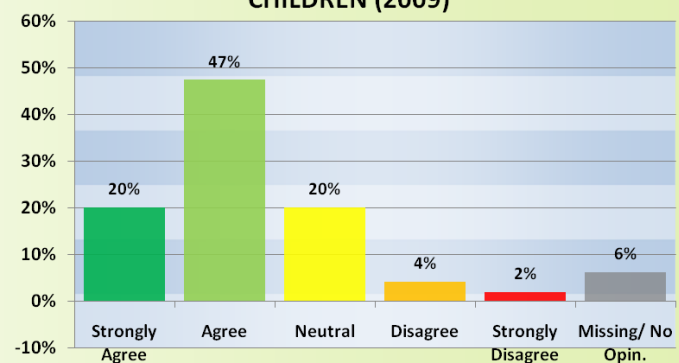
WATCHED CITY'S GOVT. ACCESS TV CHANNEL (2009)



VISITED CITY WEBSITE (2009)



SALISBURY IS A GOOD PLACE TO RAISE CHILDREN (2009)



For Detailed Performance and Comparative Information Visit: www.salisburync.gov/community

